RHYTHM SYSTEMS

Overcoming the Hurdles of Growth

The Role of the CEO in Building a High-Performance Organization and Aligning Teams

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Executive Summary

Scaling a company is one of the greatest challenges a CEO faces. You are likely no exception. When a company is small, it's easy to know what everyone is working on and make sure everyone is rowing in the same direction. However, when you become a mid-market company with 100, 300, 500, or a thousand employees, a lot can change.

CEOs find they can no longer directly manage all of their employees, so they start organizing their companies into departments and assigning department managers. More are hired and added to these departments, requiring more managers under senior managers.

Then the culture begins to shift and change—from an "all hands on deck to do whatever it takes to win and keep a customer happy" culture, to one more interested in following procedures and "proper channels." The company now becomes hierarchical, with departments acting as insulated units.

Silos begin to form, slowing down communication and alignment. That leads to mistrust across departmental lines. Your once very cohesive company starts to fragment into silos—the marketing people versus sales, versus engineering, or warehousing, and so on. At the same time, you are likely spending millions and relying on cross-functional teams to work together to achieve your aggressive growth goals.

This is the fundamental dilemma of scaling into a mid-market company: How do you grow and add more people without losing the strong sense of unity and common purpose that got you here in the first place?

As the CEO, your top priority is to keep your company growing rapidly and profitably. You cannot do that if your resources are fragmented. You must find a way to keep your entire company unified and aligned so they know what is expected of them, understand the value of their contribution, and are always doing what matters most.

How do you grow and add more people without losing the strong sense of unity and common purpose that got you here in the first place?

It is the CEO's responsibility to build a framework that enables high performance—a difficult and time-consuming responsibility.

Here is one framework for enabling High-Performance Teams:

1. The Five Cs of A High-Performance Culture – High-Performance Teams are sustained through the Five Cs: A common purpose, clear expectations, communication and alignment; coaching and collaboration, and the right consequences. Lack of engagement and performance is due to failure in one or more of these Cs.

2. The Right Rhythm of Work™ – The rhythm of work in high-performance companies is very different. There is considerably more **collaboration across departments**. There is a strong **customer-focus**. People work on what matters, because they are constantly focused on that by their teams and leaders. There is an intentional rhythm of stopping, reviewing, and adjusting that accelerates execution and significantly reduces rework.

3. Technology for Aligned Teams – Such continuous collaboration across departments—coupled with a focus on results—must be supported by the right systems. They let the right people know instantly when key initiatives get off track so they can quickly correct the underlying issues and bring these initiatives back on track. These systems connect everyone in the company—from the CEO and senior executives down to team managers and individual contributors.

Imagine how differently you would run your company if you had these three enablers in place right now.

In growth companies with High-Performance Teams, productivity and engagement levels are high. Cross-functional collaboration is the norm, rather than the exception. People trust one another and share their time and expertise for the common good, because they are all joined by a common purpose in which they strongly believe where everyone has both goals and role clarity.

There is a significant and measurable difference in financial results, as well. The research shows that companies with High-Performance Teams realize revenue growth that is **four times greater** than those without, leading to stark differences in valuation and market cap.

This paper is designed to help you build and align High-Performance Teams across your company as you continue to grow and add hundreds of employees. First, it discusses what changes when companies grow and why, and the impact on a company's financials of having a strong performance-enabling environment.

The paper then proposes a framework for building and sustaining High-Performance Teams—a **high-performance work platform** that enables you to grow your company—**significantly faster than your industry average** by unifying your entire company in support of a single common purpose and ensuring that everyone is working on what matters.

The CEO's Challenge: Building and Aligning High-Performance Teams

Only 1% of US businesses make it past $10 million/year in sales. Creating companies that grow rapidly to $10 million, $50 million, or $100 million + in annual sales is extremely difficult. Those who do it are in an elite group of CEOs.

How do you continue to perform at a high level as your company grows? How do you keep your diverse employees—some whom have been with you since the beginning and many others whom came from various other companies—together as one unit, focused on putting the company first, trusting one another, and working seamlessly across departments?

Sustaining a high-performance environment as a company grows is perhaps the most significant challenge a CEO faces, and getting it right is all too important as we shall see in the next few sections.

First, let's quickly discuss why silos form naturally in organizations as they grow and how CEOs can prevent them from taking root and creating dysfunction.

Silos: The 150 Rule and the Problem of Scaling

There is a phenomenon that occurs when any group grows to around 150 members. At that point, in order for the group to continue to function well, it suddenly requires more structure for communication and decision making.[1] This phenomenon is referred to as "Dunbar's number," after Robin Dunbar, Professor of Evolutionary Anthropology at Oxford University. Dunbar recognized 150 as the cognitive limit to the number of people with whom one can maintain stable social relationships.[2]

The military is a devout practitioner of the Dunbar number. Nearly all military companies have 120 to 180 soldiers, and the companies work well at that size. Soldiers think of the company as their family.

One interesting application of this in business is the Gore-Tex Company, a maker of breathable, waterproof fabrics. Rather than merely expanding a factory once the employee count exceeds a certain threshold, Founder Bill Gore built a new one next door. This created an environment where everyone knew everyone, and peer pressure maintained a high-performance environment. As Gore put it, **"Once a unit reaches about 200 people, 'we decided' becomes 'they decided.'"**[3]

Think about the impact on your company if everyone took full ownership for their decisions and actions.

1 https://qz.com/846530/something-weird-happens-to-companies-when-they-hit-150-people/

2 https://en.wikipedia.org/wiki/Dunbar%27s_number

3 https://www.managementexchange.com/story/innovation-democracy-wl-gores-original-management-model

> Sustaining a high-performance environment as a company grows is perhaps the most significant challenge a CEO faces.

How Silos Are Formed

As companies grow rapidly and approach the 150 mark, it becomes clear to CEOs and their management teams that the management "style" they have in place no longer seems to work, and something more is needed.

The typical response to this problem is to create an org chart—a hierarchical structure to break this growing number of employees into "manageable" teams. Everyone belongs to some department and reports to a manger who reports to a director who reports to a VP (of something or other) who reports to the CEO.

However, more often than not, this creates silos within the company—departments that don't particularly trust each other and reluctantly work with one another. And although these silos of marketing, sales, engineering and so on cannot really function without each other, they seem to act as if they do. It's not unusual for them to disparage each other's work and ethics and even behave with hostility toward each other, leading to dysfunctional teams.

CEOs understand this problem better than anyone else in their company—they hear their managers complain that they don't have enough people in their teams while another manager has so many more people. Things get political, and people worry about who has more clout in the company.

How do CEOs refocus the conversation to be on what's best for the company, its customers, and each other?

How do they unify their entire company around a common purpose and build a high-performance organization that is continuously aligned?

What a High-Performance Organization (HPO) Looks Like

Andre A. de Waal, Associate Professor at the Maastricht School of Management in the Netherlands, carried out an extensive study of the published literature on High-Performance Organizations (HPOs). In his paper, The Characteristics of High-Performance Organizations, he describes an HPO as follows:

"A High-Performance Organization is an organization that achieves financial and non-financial results that are exceedingly better than those of its peer group over a period of five years or more, by focusing in a disciplined way **on what matters to the organization.**"

> As companies grow rapidly and approach the 150 mark, something else is needed.

A Bain & Company article on High-Performance Organizations provides a list of characteristics of HPOs based on a worldwide survey of 665 companies. According to Bain & Co, HPOs are:

- Aligned with the company's strategy.
- Capable of executing strategy with the right talent, processes, and tools.
- Effective at making and executing critical decisions.
- Adaptable in the face of rapid change.
- Efficient in realizing the benefits of scale and scope.
- Engaged to go the extra mile.

As we can see from both de Waal and Bain & Co's descriptions, HPOs tend to have measurable characteristics. However, some of these characteristics are qualitative rather than quantitative and require some thought about how they can be measured and improved.

The Financial Impacts of High Performance

John P. Lotter and James Heskett have spent decades studying and measuring performance. They document their findings in their book, **Corporate Culture and Performance.**

Lotter and Heskett noted that over 11 years, the firms with performance-enhancing cultures outperformed those that did not have one, as shown below.

Metric	Avg. Increase for 12 firms with performance enhancing cultures	Avg. Increase for 20 firms without performance enhancing cultures	Performance Multiplier
Revenue Growth	682%	166%	4
Employment Growth	282%	36%	8
Stock Price Growth	901%	74%	12
Net Income Growth	756%	1%	756

Just as there are performance-enhancing cultures, there are also performance-destroying ones. In 2016, Gallup conducted a study that showed that only 33% of employees were engaged in their work. On the flip side, 51% were not engaged, and 16% were actively not engaged. In other words, two-thirds of employees were not engaged. This lack of engagement comes at a steep cost to companies. Gallup estimates that actively disengaged employees cost their employers approximately $3,400 per $10,000 of payroll.

Gallup's analysis comparing companies in the top quartile of employee engagement to those in the bottom is especially telling, with those at the top quartile significantly outperforming those at the bottom.

The chart below illustrates that companies in the top quartile of the Gallup research showed far better results on the employee engagement metrics such as productivity rates, and they were significantly lower in the lack of engagement metrics such as absenteeism.

Metric	Value
Customer Satisfaction Rate	+10%
Productivity Rate	+17%
Sales	+20%
Profitability	+21%
Absenteeism	-41%
Quality Defects	-40%
Safety Incidents	-70%

Having a culture that supports high performance is only one part of the equation. High-growth companies must also have teams that are aligned and working cohesively on what matters most.

A Major Growing Pain: Lack of Alignment

When Rebecca Homkes, strategy expert and teaching fellow at London Business School, and MIT Sloan School senior lecturer Don Sull set out to study how strategy plays out in more than 400 companies, they got a surprise.[5] The research team started off by asking more than 11,000 senior managers what was supposed to be an easy question: What are your company's top three to five priorities?

The results were "shockingly bad," says Homkes. Only about one-third could name their company's top three goals and, "even given five tries, only about 50% could agree on the same one priority."

4 https://www.gallup.com/workplace/231581/five-ways-improve-employee-engagement.aspx

5 https://fortune.com/2015/12/08/company-priorities-communication-strategy/

Disengaged employees cost their employers approximately **$3,400 per $10,000 of payroll**

Alignment problems start at the top when even senior executives don't fully agree on the top priorities or the company's core purpose. This lack of alignment then leads to fragmentation of efforts as each department begins forming its own agenda. As teams get vested in their own agendas, attaining alignment and shared purpose becomes increasingly harder.

This can get very costly. Just before the iPhone came out, Bill Gates, the then Chairman of Microsoft, asked CEO Steve Ballmer to create a copycat product to forestall Apple's dominance in this field. While Ballmer did pass on this request to his senior executives—each of whom had R&D budgets in the several hundreds of millions of dollars, they failed to produce anything that could slow down the iPhone. Microsoft ended up losing many tens of billions of dollars of sales due to its lack of alignment on top priorities.[6]

Ensuring their employees are fully engaged and aligned—that they understand the value and importance of what they do every day—is vital for CEOs.

However, ensuring that every employee in the company is fully engaged and aligned is not easy. CEOs cannot spend each day interacting with each and every member of their company. As the company grows, this becomes less and less sustainable. Nor can CEOs hope to bring in consultants to train their people on how to become high performers. This works briefly, and then things go back to silo-thinking and dysfunctional teams.

CEOs must find an effective way to unify every member of their company around the common purpose in order to ensure that everyone is fully engaged—everyone is part of a high-performance team.

Next, we will look at a framework that enables CEOs to build and align high-performance teams throughout their organizations for sustained high growth.

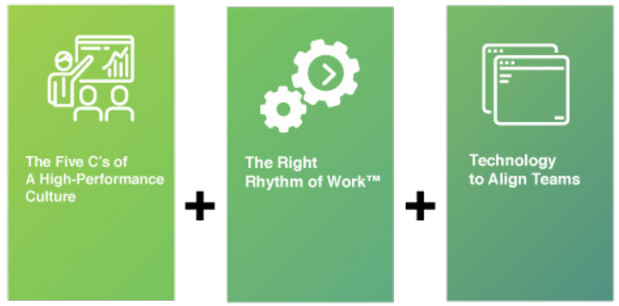
6 https://www.forbes.com/sites/insead/2016/01/08/five-reasons-most-companies-fail-at-strategy-execution/#46964b9a3348

Alignment problems start at the top when even senior executives don't fully agree on the top priorities.

A Framework for Building and Aligning High-Performance Teams

In the last section, we saw that there are measurable financial impacts when a company is unified around a common purpose and its employees are fully engaged, aligned, and focused on what matters most. We also discussed that leading this very difficult challenge is the role of the CEO.

3 Key Components of A High-Performance Framework



With the right High-Performance Framework, CEOs can successfully build and sustain high-performance teams of fully engaged employees. This Framework includes a tool for continuing to foster unity and common purpose, a new way of working, and a technology that sustains this new way of working.

Component 1: The Five Cs of A High-Performance Culture

Based on research working with over 600 companies over the last 12 years, Rhythm Systems has identified the key components needed to build organizational and team accountability called The Five Cs of a High-Performance Culture.

The Five Cs of a High-Performance Culture is the basis for building and sustaining the habits and culture necessary to achieve high levels of accountability, and work as a unified team to deliver high growth.

When in place, it enables CEOs, their exec teams, their project and team leads, and every employee in the organization to work as a single, purpose-driven unit by continually reviewing their Common Purpose, setting Clear Expectations, ensuring multi-directional Communication and alignment, and providing Coaching and Collaboration across functional groups, so the desired or targeted Consequences materialize.
CEOs must set the tone with the right Five Cs for their company and ensure that everyone in their company is fully inculcated in these.

Element	How to Use the 5C's to Get Teams Aligned and Accountable
Common Purpose	Set the stage for any team initiative by talking about the 'why.' Why does this matter? **Why** are they working on this project, or this special task force? Connect what you need the team to do with why you need them to spend valuable time doing it. What's the point? Why does it matter? We always tend to tell a team of people what to do; many leaders are good at that. As a result, the 'why' gets completely ignored. The sign of a high performing team is the ability to rally around a common purpose.
Clear Expectations	Agree on **who** needs to do **what** and what success looks like. Every employee should be clear on their role and the results expected from them. To stay aligned continously, the CEO and managers need to coach their teams to success and teach individuals how to prioritize and focus on the work that matters.
Communication and Alignment	Talk about and agree **how** we are going to get the project or initiative done. How do I make sure we are always in contact and alignment, not just within a department, but across every department? How do I keep the various teams aligned over a period of weeks, months, and years, continuously?
Coaching and Collaboration	Set the stage for collaboration all along the way so that adjustments can be made in real time. **Monitor progress and coach** your people. Don't tell them what to do. Coach. Listen to them (80%) and talk with them (20%) to increase your team performance. Nurture them to converse with each other. Be a resource for them. What roadblocks need to be removed, and how can you help remove them? If what you've tasked your people to do is important, then it deserves your support.
Consequences	Most people see consequences and they immediately think of a negative connotation. We overlook that consequences can also be positive. **Assess results** and review how we did and what we learned. Make results and consequences visible.

The Five Cs of a High-Performance Culture creates the right environment for High-Performance Teams. They also provide CEOs and their entire management teams with a powerful diagnostic tool to identify gaps in performance to understand where the issues are and how to address them.

When a team or project is off-track, consider each of the Five Cs, and it will help you identify the root cause of the problem. However, to ensure this, the Five Cs must be integrated seamlessly into your company's Rhythm of Work™.

Component 2: The Right Rhythm of Work™

As companies grow, complexities tend to grow as well, making executing growth initiatives on time challenging.

Fragmentation and silos become prevalent as the Rule of 150 comes into play due to growth. Employees tend to work on departmental agendas rather than the overall company agenda. Everyone is busy, but they produce little value. There is no real focus or common purpose—too many priorities driven by too many bosses.

Examples of work that consumes a great deal of time and returns little value include: wasting valuable meeting time by rehashing problems that are already understood, gathering evidence to show who is at fault for something that went wrong, documenting the flaws or omissions of others, or spending a significant amount of time building allies to consolidate power.

At a time when they have more resources and expertise than ever before, mid-market companies commonly execute poorly on their strategic initiatives such as integrating acquisitions, entering new markets, launching new products, and scaling operations.

By contrast, High-Performance Teams have a very specific rhythm of work—intentional times to stop, review what is working and what is not, and make necessary adjustments. For high-growth firms running at a rapid pace, these rhythms are critical to getting the right things done at the right time and in the right sequence.

The Four Rhythms of High-Performance Teams

The right rhythm of work consists of four highly interlocked rhythms:

1. 3-5 Year Strategic Plans that anchor the focus of Annual Plans.
2. Annual and Quarterly Plans that drive alignment and clear direction to teams.
3. Weekly Adjustment Meetings to alert teams of problems as they occur and resolve them quickly.
4. Daily Focus & Leadership supported by managers coaching their team to success.

Rhythm Of Work™ Playbook

1. 3-5 Year Strategic Plan

Typically, senior management meets once a year to work on its long-term plan. However, the execution of this plan is carried out over several years, by individuals working in various departments, leading to fragmentation and loss of common purpose.

The right way to execute on complex initiatives is to organize them as projects comprised of experts who may come from any number of departments. The common purpose for everyone in that team is precision execution on the project objectives.

The right execution software enables CEOs and other senior executives to drill down from the strategic plan to one-year and quarterly initiatives and the projects that are organized to execute on these initiatives.

Technology is critical in tying strategy to action plans that are tracked weekly. CEOs can see the status of each initiative. When they see something that is off-track, they can drill down to find out why. This gives CEOs immediate visibility into what they need to address and prevents wasting weeks and even months before finding out bad news during quarterly meetings.

2. Annual and Quarterly Alignment

Even though strategic plans spell out the annual objectives, they are not typically tightly linked to action plans, where the real work is done.

The key to building and sustaining a high-performance team is to continually focus the team on achieving strategic results—the things that matter most. High-Performance Teams need a tool designed to manage work towards expected results, linking the strategic plan to the projects and the action items within each project.

Because the work is organized by projects—and because projects are cross-functional—those responsible for the outcomes of each project have to learn to work across the company. This builds a strong sense of unity and a feeling that "we are all in this together."

Such frequent interaction across departments is what builds and sustains High-Performance Teams throughout the company.

The right way to execute on complex initiatives is to organize them as projects comprised of experts who may come from any number of departments.

3. Weekly Adjustment Meetings to Solve Problems Fast

Unproductive meetings are a huge source of frustration and wasted time for employees and executives alike. It is the managers' responsibility to make sure that teams are inspired and clear on the results they need to focus on and how to prioritize the work accordingly. Having clear dashboards for the team and each individual helps ensure that.

Meetings are far more productive when attendees come prepared having reviewed their dashboards and know what the issues are and why. As a result, **high-performance teams spend 80% or more of the meeting time discussing viable solutions to problems versus simply providing status updates.**

Running weekly meetings focused on problem solving is a critical component of successful growth companies. This is especially important for cross-functional meetings as they tend to be a lot more complex. At cross-functional meetings, everyone will know the status of all initiatives and what is required to achieve results. This is how growing mid-market companies eliminate silos and build strong trust and collaboration throughout the company.

4. Daily Focus and Leadership

CEOs, executives, and managers each have dashboards where they can see a scorecard across four key areas—employees, customers, revenues, and processes.

Whenever a status is red or yellow, they can drill down to see where the issue lies, and by reading the associated comments, they understand the underlying context.

This powerful combination of status and comments enables managers and executives to determine where and when they need to step in, keeping everyone aligned and focused on working on what matters—all in real-time.

The key is to have the right system that enables CEOs and managers to measure what matters and let the CEO, department and project managers and team leaders know when they need to step in to mentor and coach towards high performance.

Growing talent and leaders is critical. Companies fail when they outgrow their leaders and don't acquire new talent with the right skills. The quality of leadership and a company's ability to acquire needed talent is a strong measure of its viability. Investors such as Private Equity firms expect CEOs to continually upgrade talent and its leadership and will force out CEOs who fail to do so.

> Running weekly meetings focused on problem solving is a critical component of successful growth companies.

Component 3: Technology to Align Teams

The right way to measure is to start at the high level strategic goals to see if we are making progress as expected to reach these goals—and if not, drill down to see where things may be stuck so we can make necessary adjustments.

The system has to enable a CEO to get the "30,000 ft aerial view" of the 3-5 year strategic goals, as well as the "street-level" view of day to day action items that are expected to lead to the strategic goals being met. CEOs and their management team have to be able to rapidly switch back and forth—in the same system—so they know when they should step in.

The right business execution software should:

- Help CEOs see where the energy of their company is being deployed. Is enough energy and work being applied to the top priorities? The software system should provide a way for CEOs to assess at the 30,000 ft view whether their company's energy is being deployed correctly according to their top priorities.
- Enable CEOs and their executive and departmental teams to have total visibility on their strategic growth priorities. Visibility is not only up and down but also across all departments, enabling senior management to focus on the exception—what is red or what is exceptionally good.
- Ensure all employees understand the "big picture" strategy and how it connects to their daily work and foster a strong sense of common mission and purpose.
- Allow teams to collaboratively work on their goals and communicate any challenges they face so others can see and help out as needed.
- Provide visual dashboards to quickly see what is not working and the ability to drill down to get all the relevant information needed to fix the problem.
- Help managers see who needs help and why so they can coach their teams to success.

Armed with this High-Performance Framework, CEOs can build and sustain High-Performance Teams throughout their company as they grow from 100 to 500 or a thousand employees.

Next, we will see how one company used this High-Performance Framework to profitably grow 400% in three years to be the undisputed market leader in its space.

> The right technology to align teams enables the CEO to get the "30,000 ft aerial view" of the 3-5 year strategic goals, as well as the "street-level" view of day to day activities.

Case Study: BioPlus

The following case study was taken from the book, Predictable Results—How successful companies tackle growth challenges and win. To purchase a copy, visit https://www.rhythmsystems.com/books.

BioPlus sells specialty medications that are very expensive and used to treat rare and complex diseases.

The Business Challenge

While the $100 million company had stellar growth, Dr. Stephen Vogt, the CEO, was not satisfied.

The corporate goal had always been to grow at least twice as fast as the industry average. However, he now realized they were not growing at the rate they wanted. They needed to identify a winning strategic move that would appeal strongly to their core customer to put the company on a new growth track.

3-5 Year, Annual and Quarterly Planning

The first step was to thoroughly understand their core customers so they could serve them better than their competitors. Working with their strategy and execution consultant, Dr. Vogt and his team studied and realized who their core customers really were and what they cared about.

After four months of meeting every week to tackle this problem, they finally found the answer. Their core customer was not the patient. It was "the person who refers and influences the specialty pharmacy prescriptions of patients."

Their core customers complained about how difficult and time consuming it was to obtain referrals to get their patients the specialty medicines they desperately needed. They had to make too many phone calls for each referral; they had to fill out too much paperwork. At the time, it took them 2-3 days to respond to a referral. The time to respond was the critical problem they had to solve.

In one pivotal meeting, somebody asked, "Instead of 2 days, what if we got back to them in 2 hours?" At first, the CEO was concerned that this was too much, but the team pushed back, and they decided to commit to offering a 2-hour guarantee. With their strategic move in place, they now faced the challenge of delivering on this tough promise.

The Right Rhythm of Work™

The team started building the systems, processes, technologies, and organizational structure that would enable them to deliver on the 2-hour guarantee.

Most importantly, the team got very specific about how success would be measured. They decided that a 95% or better delivery rate within the two-hour window was the goal, and anything less than 80% would be considered unacceptable. They reviewed this weekly and anytime they were off track, they stopped, reviewed, and adjusted to get back on track to hit their numbers.

Technology to Align Teams

To meet their challenge of reaching their targeted goal of 95% or higher, they needed to make synchronized adjustments across multiple teams. Using the Rhythm Business Execution Platform allowed all the teams to work together, because it provided full visibility into each other's work.

Each of these teams created their visual dashboards, shared information daily via connected comments, and met weekly to identify any problems and fix them quickly. It helped them stay accountable and execute their plans in a timely, logical fashion.

Results

The team consistently achieved over 98.9% on their fulfillment promise every week. As a result, the company grew over 400% over the next three years.

Rhythm: The Complete Platform for High-Performance Teams

Rhythm Systems is the only High-Performance Platform built specifically for mid-market CEOs to confidently execute their growth strategies by ensuring all employees in every department are working synchronously as a single team.

Rhythm has successfully managed more than 10,000 plans and 750,000 priorities on this platform. This platform has enabled clients to build high-performance organizations and align teams to consistently achieve above average growth in their industry.

As CEOs become removed from the day to day work, they must work extra hard to prevent the fragmentation of their company, and from departmental agendas taking over the company's agenda. Preventing fragmentation of and misalignment of their people becomes as critical as developing the right plan.

To help CEOs with this critical job, we prescribed a Framework of three key components that work together enabling them to continue to unify and align their teams for high performance: the diagnostic framework of the Five Cs of A High-Performance Culture; the Four Rhythms of Work; and the Rhythm software that supports the entire the entire framework to support a high-performance organization and aligned teams.

Below, we show how Rhythm helps CEOs implement this Framework and operationalize it across their entire company.

Engagement Process

Onboarding and Training

A dedicated Onboarding and Training team works with you to establish a culture of high-performance, apply the Rhythm of Work™ and use Rhythm software to stay aligned and focused on the work that matters. They will train the executive team, departmental leaders and team members on the Rhythm of Work™—his or her specific role, what is expected, and how they use the Rhythm Software to support their role.

Your Rhythm expert will keep your managers and team members accountable to practice the right habits during strategic planning, weekly meetings, and daily work. The training is therefore integrated into your rhythm of work.

With this training and the Rhythm Software supporting and enforcing these right habits, you will have everything you need to ensure that your teams are aligned, work in unity, and continue to grow as a High-Performance Organization for years to come.

Rhythm has successfully managed more than **10,000 plans** and **750,000 priorities** on this platform.

3-5 Year, Annual and Quarterly Alignment

The first step is to work with your Leadership Team to establish the right plan, by creating a Strategic Agenda and preparing you to facilitate your planning session. If you need more assistance, we have strategic planning facilitators you can hire.

Once the plan is built, Rhythm Software automatically runs four tests to make sure the plan is "execution ready."

- Energy Test: Do the top Priorities have enough energy committed, and are any individuals or departments overloaded?
- Focus Test: Are the Priorities driving the company's growth goals?
- Accountability Test: Does each Priority have one clear owner and clear success metrics?
- Financial Test: Is the plan sufficient to achieve the company's financial targets?

Using this information, we will review your plan with you and make necessary adjustments to ensure you have the required resources and that it is execution-ready.

Then we will work with your Leadership Team to communicate this plan throughout your company so everyone is aligned. Once your plan is complete, we move to helping you run effective weekly meetings.

Weekly Adjustment Meetings

For your first weekly meetings after starting this engagement, your Rhythm expert will work with you to train your teams with the right habits of running highly effective meetings, setup dashboards, where you can see which issues to focus on, and audit your meetings until they are running effectively.

Daily Focus & Leadership

Your Rhythm expert will train the executive team and departmental leaders to use the Rhythm Software to see if their team members are on track, and to focus on managing and coaching their team members to success—in real time. They no longer have to waste valuable management time trying to find information as it is already in Rhythm.

Summary

In this paper, we saw that the unifying purpose that fueled the growth of companies to scale to hundreds of employees can erode over time as it fragments into departmental silos.

We also saw that there is a distinct performance difference between companies that continue to function as one—united by a common purpose and mission and culture—and those that are fragmented. We have seen that High-Performance Organizations tend to show four times as much revenue growth than organizations without performance enhancing environments.

We then provided a Framework for building and sustaining High-Performance Teams across a mid-market company: a powerful diagnostic tool called The Five Cs of A High-Performance Culture; The Right Rhythm of Work™ for High-Performance Teams; and software that synchronizes and links the four work rhythms—strategic goals and initiatives, annual and quarterly alignment, weekly adjustment meetings, and daily focus and leadership.

Armed with such a framework, CEOs can build and sustain High-Performance Teams as they grow and add hundreds of employees. They can avoid the silos and fragmentations that tend to inevitably occur and instead continue to lead their entire company with a single, unifying, common purpose.

Next Steps

The question you may be asking is "Where do I begin?"

The first easy step is to see Rhythm's Platform for High-Performance Teams in action in this short video by visiting www.rhythmsystems.com/overview.

After that, you may be interested in finding out how other companies in your industry are using Rhythm's Platform to bridge their strategy-execution gap and achieve above average growth in their industry.

Rhythm Systems makes it easy to get started. Other CEOs were surprised at how quickly they got results and how much easier it was to do than expected. In fact, once they had a plan in place, with our help they were able to run their first weekly adjustment meeting the very next week and see improved results within a quarter.

To begin your journey, schedule time with one of our experts to see what the impact of the High-Performance Platform would be on your firm by scheduling a personalized demo at https://www.rhythmsystems.com/request-a-demo

Schedule A Personalized Demo

How to Reach Us
Rhythm Systems

Phone (800) 508-5919
Email info@rhythmsystems.com
Website rhythmsystems.com

Why Top CEOs Choose Rhythm

Technology

300% INCREASE IN PRODUCTIVITY

Resulted in launching new product 6 months early. Achieved a $1.4 billion valuation in 2017.

Healthcare

140% REVENUE GROWTH

3 years in a row after implementing a new breakthrough customer initiative.

Consumer

100% INCREASE IN REVENUE

Supported by successful implementation of direct to consumer initiative.

Healthcare

27% INCREASE IN "A" MANAGERS

Resulting in a 98% customer retention rate (industry leading).

Consumer

GREW LOCATIONS FROM 5 to 70+

Mostly through acquisition, resulting in record revenue and profits.

Manufacturing

40% REVENUE GROWTH

While doubling headcount to over 700 employees.

Manufacturing

87% SALES INCREASE

Over 7 years and increased customer satisfaction to an all-time high with a 25% increase in "extremely satisfied" rating.

Manufacturing

$100 M+ NEW CONTRACTS WON

By expanding manufacturing capabilities without adding any additional people.

Contact Us

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